

CONFIDENTIAL

OTE 87-8000
30 January 1987

MEMORANDUM

FROM:



Director of Training and Education

SUBJECT: "Managing in CIA" Program: Off to a Tremendous Start

25X1

1. Last fall, the Training Steering Committee, the Executive Director, and the DDCI concurred in the design of a new management training program and the content of two new, required courses, for first-line supervisors. The Office of Training and Education (OTE) ran pilots of the new courses--Managing in CIA and Leading People in CIA--in December, and this month began regular runnings of them. I am happy to be able to report back that the program is off to a great start.

2. The enthusiastic response of the 60 CIA managers who have taken Managing in CIA and Leading People in CIA is clear evidence that:

- there is a great need for this kind of training.
- our new managers know they need this kind of help.
- we can design a CIA-specific curriculum that works for CIA managers and which deals with the unique problems of managing in an intelligence agency.

Perhaps the most striking student response has been to Managing in CIA, which lays out the Agency's expectations regarding the responsibilities and accountabilities of our managers. Although this course contains a dose of castor oil, the comments we have heard from our new managers indicate they see the need for it. As one told us, "I have a whole new perspective on what I should be doing." The student evaluation of the Managing pilot was 4.2. As a result of changes we made the subsequent programs received a 4.6 rating (1-no value; 5 very valuable).

25X1



CONFIDENTIAL

CONFIDENTIAL

SUBJECT: "Managing in CIA" Program: Off to a Tremendous Start

3. The Leading People in CIA course--which focuses on how new supervisors can more effectively manage their subordinates--received an even more enthusiastic rating, 4.8 on the 5-point scale. (These numbers are as high as any course ever receives.) In response to the question "would you recommend this course to new first-line supervisors?" every student who has taken the two courses has responded "Yes." Outlines of the two courses, some representative student comments and a memorandum we received from one of the DO Case Officers who attended are attached.

4. Based on student comments, the strengths of the courses are:

- the relevance of course content to new supervisors and the demanding and stimulating nature of the programs.
- the utilization of Agency-specific case studies and realistic, experiential exercises.
- the effectiveness of OTE staff instructors and line managers who participated as teachers.
- the self-assessment data obtained by students from the Management Skills Profile (MSP). A copy of a sample MSP feedback report is attached.

We also learned that most students thought the 12-hour work days in the Headquarters area to be excessive, and our judgment is that their learning ability was impeded by it. Subsequent runnings have been designed within a 10-hour day.

5. The reaction to the pilots clearly justifies the Agency's decision to make the courses mandatory for all new supervisors. We will be working with offices and directorates to publicize the program and to encourage them to monitor attendance. We believe this program will be even more important as we proceed into the new pay and compensation system; effective management training must be an integral part of creating a professional managerial track.

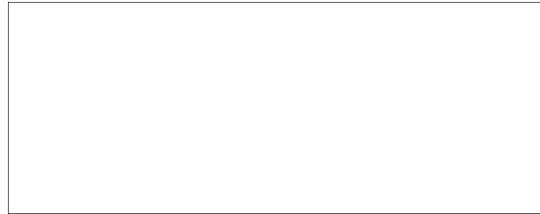
6. We also face the challenge of finding ways to incorporate our excellent managers in the classroom on a regular basis. This is essential to ensure relevance of course content to Agency management concerns and to provide enough manpower to train several hundred new supervisors per year. We will attempt to get components to volunteer some able managers to work with us in the classroom for two weeks or so a year.

CONFIDENTIAL

SUBJECT: "Managing in CIA" Program: Off to a Tremendous Start

7. We plan to revise and fine tune Managing and Leading during runnings over the next few months. We plan to run a total of about 15 of each course in 1987 to meet the anticipated demand. We will be working with the Directorate of Operations to run a pilot version of the program in the field in the Spring of this year.

8. We have also scheduled runnings of a half-dozen different pilot electives on advanced management subjects for experienced managers over the next six months. We will evaluate the reception of these programs and introduce additional electives for managers during the year.



25X1

Attachments:

- A. Representative Student Comments
- B. Memorandum From DO Case Office
- C. Summary of 7-9 January 1987 Student Evaluations
- D. Course Outlines
- E. Management Skills Profile: Sample Report

25X1

CONFIDENTIAL

CONFIDENTIAL

SUBJECT: "Managing in CIA" Program: Off to a Tremendous Start

OTE/LDD/MTB



(OTE 87-8000 28 January 1987)

25X1

Distribution:

- 1 - DDCI
- 1 - EXDIR
- 1 - ADDO
- 1 - ADDI
- 1 - ADDA
- 1 - ADDS&T
- 1 - DDO
- 1 - DDA
- 1 - DDI
- 1 - DDS&T
- 1 - DDA/STO
- 1 - DDI/STO
- 1 - DDO/STO
- 1 - DDS&T/STO
- 1 - C/DO/CMS
- 1 - C/DI/OMPS
- 1 - D/OP
- 1 - D/OS
- 1 - D/OGI
- 1 - D/OTE Chrono
- 1 - C/MTB/LDD/OTE
- 1 - C/LDD/OTE
- 1 - OTE Registry

CONFIDENTIAL